Team Dynamics

Making Teams Work

Presented by 3WIRE Consulting Group

Team Dynamics

People often take on distinct roles and behaviors when they work in a group.

"Group dynamics" describes the effects of these roles and behaviors on other group members, and on the group as a whole.

Lewin

Team Roles

What Are They?

Content Roles

- *Leader*
- *Chairperson*
- *Scribe/Secretary*
- *Communications Coordinator*
- *Resource Person*
- *Technical Support*
- *Editor*

Process Roles

- *Leader*
- *Facilitator*
- *Gate Keeper*
- *Antagonist*
- *Competitor*
- *Trusted Agent*
- *Sounding Board*

How Do We Get Them?
Do They Change?

Belbin's Team Roles

Action Oriented Roles	**Shaper**	**Challenges the team to improve.**
	Implementer	Puts ideas into action.
	Completer Finisher	Ensures thorough, timely completion.
People Oriented Roles	Coordinator	Acts as a chairperson.
	Team Worker	Encourages cooperation.
	Resource Investigator	Explores outside opportunities.
Thought Oriented Roles	Plant	Presents new ideas and approaches.
	Monitor-Evaluator	Analyzes the options.
	Specialist	Provides specialized skills.

Team Roles

How Do We Get Them?

Initially from our individual preferences…

e.g. MBTI / SDI / LSI / TKI / FIRO / Strength Finder
etc
(and Dozens of others)

As our awareness grows so does the range of our choices…

Explore, Develop and Utilize Sources of Awareness

Team Roles

✓ What Are They?

✓ How Do We Get Them?

Do They Change?

YOUBETCHA!!

WHY?

Team Roles

Team Roles change for a variety of reasons…

https://www.youtube.com/watch?v=-H4wjRTvIVM

As relationships change and we experience one
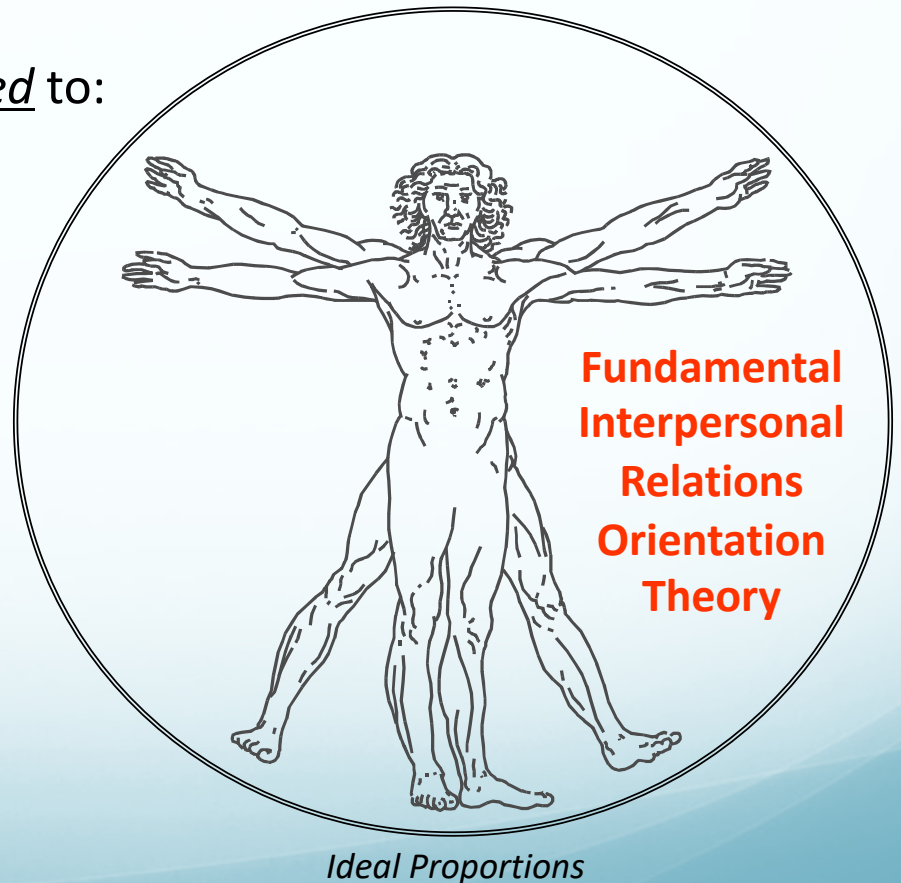another more fully the roles change and the need
for roles may ebb or flow.

Communication, Commitment, Feeling, & Fear

Are powerful influencers and
indicators of changing roles

What To Look For

- Primary *Concern* of Individual Group Members:

- Topics of *Communication*:

- What Individuals are *Committed* to:

- Primary *Feeling*:

- Basic *Fear*:

1. It is all about *ME*

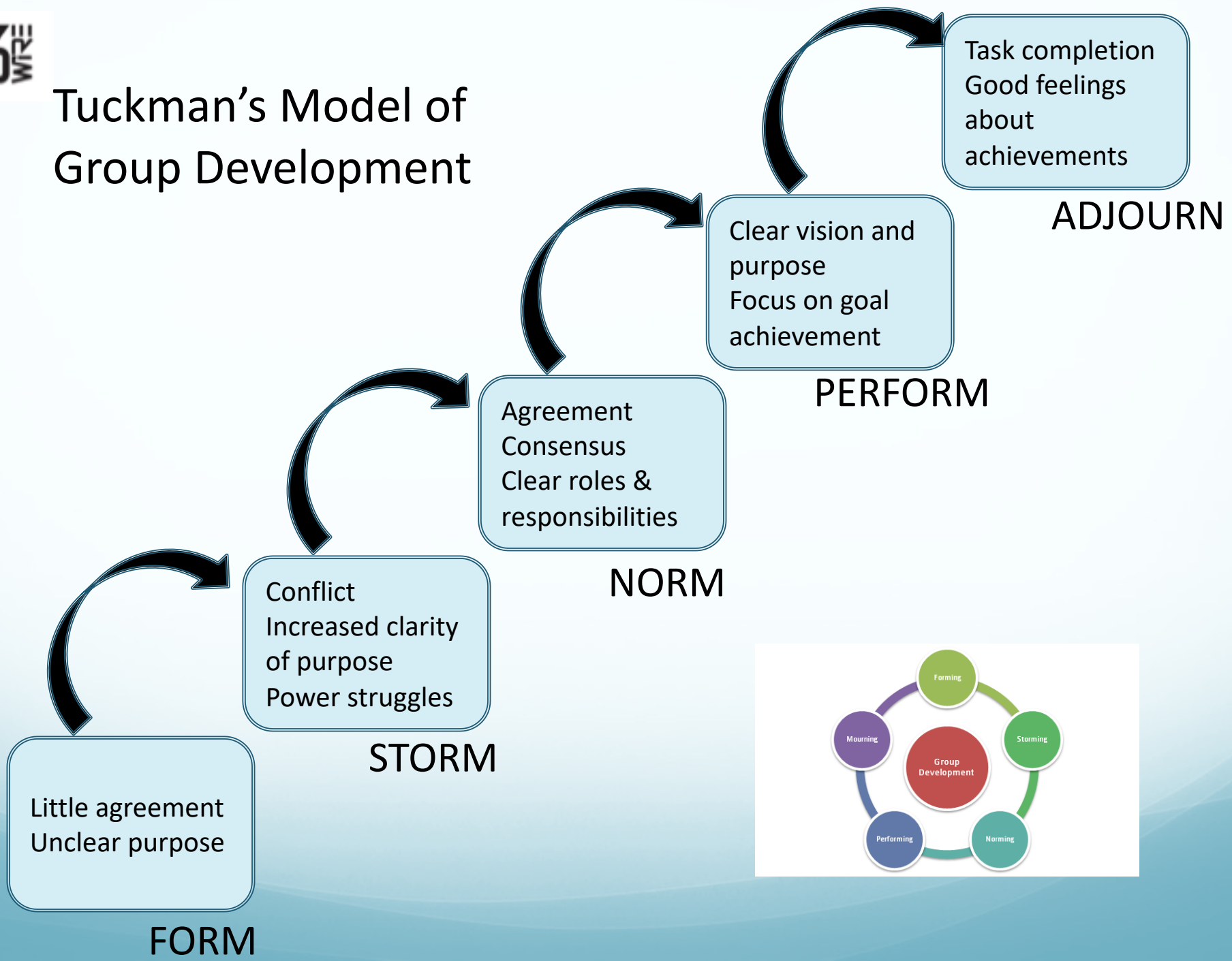2. Then it is about *ME and YOU*

3. Then it is about *US*

Fundamental Interpersonal Relations Orientation Theory

Ideal Proportions

Tuckman's Model

- ✓ Form

- ✓ Storm

- ✓ Norm

- ✓ Perform

- ✓ Adjourn

Tuckman's Model of Group Development

Task completion
Good feelings about achievements

ADJOURN

Clear vision and purpose
Focus on goal achievement

PERFORM

Agreement
Consensus
Clear roles & responsibilities

NORM

Conflict
Increased clarity of purpose
Power struggles

STORM

Little agreement
Unclear purpose

FORM

Form

- Everyone is polite and pleasant. Most are excited to start something new and to get to know the other team members.

- During this stage, you may discuss:
  - ✓ Member's skills, background and interests
  - ✓ Project goals
  - ✓ Timeline
  - ✓ Ground rules
  - ✓ Individual roles

- As the group starts to familiarize themselves, roles and responsibilities will begin to form. It is important for team members to develop relationships and understand what part each person plays.

- But, because this stage focuses more on the people than on the work, your team probably won't be very productive yet

INCLUSION

ISSUE	CHARACTERIZED BY:
What's going on?	Safe topics of conversation
Are people going to accept me?	War stories
Who are the others in this group?	Checking out others
What are my/others' roles?	Checking out the trainers
Is my input accepted?	Checking out leaders
Is my input ignored?	Requesting specific instructions
What are my boundaries?	Withdrawing
What are the boundaries of others?	Overtalking
	Exhibitionism
	Following others
	Questioning norms and goals
	"I'm bored"
	"I'm interested"
	"I'm uncomfortable"
How can I do things right?	Saying "good-bye" and re-entry (closing) out group activities

Storm

- The point in a relationship where you become aware of a person's characteristics and they frustrate or annoy you?

- Once you're aware of their flaws, you either learn to embrace them or the relationship will end quickly.

- In the storming stage, the reality and weight of completing the task at hand has now hit everyone. The initial feelings of excitement and the need to be polite have likely worn off.

- Personalities may clash. Members might disagree over how to complete a task or voice their concerns if they feel that someone isn't pulling their weight. They may even question the authority or guidance of group leaders.

- It is important to remember that most teams experience conflict. If you are the leader, remind members that disagreements are normal and healthy.

Norm

- People start to notice and appreciate their team members' strengths.

- Groups start to settle into a groove. Everyone is contributing and working as a cohesive unit.

- Storming sometimes overlaps with norming.

- As new tasks arise, groups may still experience a few conflicts.

CONTROL

ISSUE	CHARACTERIZED BY:
Who is the leader?	Leadership/power struggles
Who's really running the show?	Challenging/criticizing the leader
	Boasting
	Sub-grouping
Are my needs being met?	Influencing others to form a power base
Is my input important?	Attacking others
	Red-crossing
	Capitulating
How much responsibility do I have?	Emphasis on task accomplishment
How much influence do I have?	Electing the senior person
How can I do things my way?	Electing the least influential person

Perform

- In the performing stage, members are confident, motivated and familiar enough with the project and their team that they can operate without supervision.

- Everyone is on the same page and driving full-speed ahead towards the final goal.

- The fourth stage is the one that all groups strive to reach. Yet, some do not make it. They usually fail to overcome conflict and can't work together

Adjourn

- In 1977, Tuckman added a fifth stage called adjourning.

- Once a project ends, the team disbands.

- This phase is sometimes known as mourning because members have grown close and feel a loss now that the experience is over.

OPENNESS

ISSUE	CHARACTERIZED BY:
To what extent do trust and am I trusted?	Easy give and take
Can I express and receive emotions?	Equitable distribution of warmth
Am I loyal to group members?	High level of self-disclosure
Are they loyal to me?	Open expression of Emotion
Is personal attraction Okay?	Social/personal space reduced
Will others be jealous?	Active listening
How will my/your/our disagreements affect our group cohesion?	Pairing / Jealously
How can we work together in harmony & get the job done?	Coordination and cooperation
How can we keep this level of group development?	Synergy Group-think"I feel comfortable"
	Forecasting the end of the group (closing out group activities)

Team Dynamics In Review:

- Drives productivity.

- Driven by a collection of ever-changing team roles.

- Roles are a result of individual preferences and an ability / willingness to recognize and respond to the changing needs of self and others.